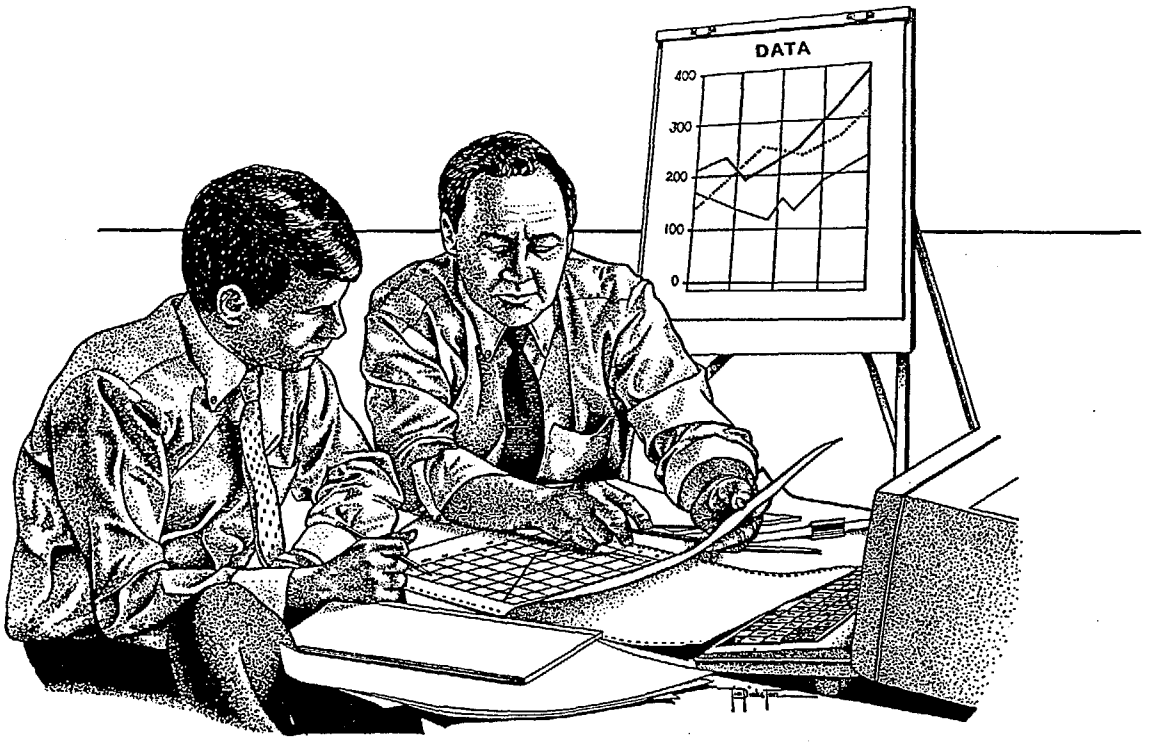
FINANCIAL MANAGEMENT AND DEVELOPMENT PROGRAM



Chapter Six
FINANCIAL MANAGEMENT AND DEVELOPMENT PROGRAM

Springerville Municipal Airport

The analysis conducted in previous chapters has evaluated airport development needs based upon forecast activity changes, environmental factors, and operational efficiency. One of the most important elements of the master planning process, however, is the application of basic economic, financial, and management rational so that implementation of the development program can be assured. This chapter will concentrate on those factors that will help make the plan successful. A logical development schedule is essential to maintain a realistic and cost effective program that provides maximum benefit to the community.

The program outlined in this chapter has been evaluated from a number of perspectives. The plan is not dependent exclusively upon the Town of Springerville for funding new facilities. In fact, with proper and timely decision-making, it would be possible for the Town of Springerville to acquire nearly $13.9 million in improvements over the next twenty years for approximately $0.17 on the dollar.

CAPITAL IMPROVEMENT PROGRAM

Once the specific needs of the airport have been established, the next step is to determine realistic costs for each development item. This section examines the total cost of each development project and a schedule for the projects.

AIRPORT DEVELOPMENT SCHEDULE

In order to better assess the effect of the airport development costs on the overall financial system, the timing or schedule of each development item should be

estimated. This evaluation can be conducted be dividing the development needs into three stages covering the first five, the second five and the final ten-year periods, respectively. The first stage of five years includes those items of highest priority to meet safety and short-term activity needs. The second five-year stage includes those items necessary to tie together related development items and maintain or improve the capacity of the facility. The third, long-term phase, covering the remaining years of the planning period, includes those additional items necessary to improve efficiency and the overall operational effectiveness of facilities on the airport. Of course, each phase should include basic maintenance and revenue generating components.

Table 6A, Total Development Program Summary, depicts the item-by-item breakdown of federal, state and local funding for the proposed development program. Under the federal Airport Improvement Program, eligible projects can receive 91.06 percent funding from the FAA. While the majority of improvements will be eligible, improvements such as automobile parking, fuel storage facilities and hangars are not eligible for AIP funding.

TABLE 6A
Total Development Program Summary
Springerville Municipal Airport

Stage	Local	State	Federal	Private	Total
Stage I - FY 1996-2000	$904,600	$155,900	$3,176,300	$250,000	$4,486,800
Stage II - FY 2001-2005	637,800	676,300	4,152,400	250,000	5,716,500
Stage III - FY 2006-2015	884,050	723,050	1,895,500	250,000	3,752,600
TOTAL	**$2,426,450**	**$1,555,250**	**$9,224,200**	**$750,000**	**$13,955,900**

Prior to summarizing the staged capital costs, two important points should be emphasized. First, the staging of development projects is based upon projected airport activity levels and should be considered in conjunction with Capital Improvement Projects already being contemplated and funded by the Town of Springerville. Secondly, the timing of all of the projects will be determined by the actual level of airport activity. Actual activity levels may vary from the projected activity level. Implementation of capital improvement projects should only occur after the demand has been identified. The airport development program is based on a fiscal year to coincide with the Town's financial period.

Stage I, the first five year period of the development program, has been subdivided into individual fiscal years, FY 1996 through FY 2000. Stage I, as indicated in **Table 6A,** includes the following major development items: widening the existing parallel taxiway to 35 feet; overlaying Runway 3-21 to

provide a pavement strength of 30,000 pounds single-wheel loading; installing an Automated Surface Observing System; constructing taxiway and road access into the proposed aviation-related industrial air park; and constructing an above ground fuel storage facility.

Projects identified in the **Stage II** development program encompass the five-year period from FY 2001 through FY 2005. The major improvement projects associated with Stage II development include extending Runway 11-29 to 6,000 feet; constructing a partial-parallel taxiway to access the northwest end of Runway 11-29; relocating the FBO facilities outside of the Runway Visibility Zone; expanding the aircraft parking apron; constructing a terminal building; and constructing a recreational aircraft parking area.

Stage III contains projects for the longer range needs of the airport that will be accomplished during the period FY 2006 to FY 2015. These projects include constructing taxiway and roadway access to the western quadrant of the airport and constructing roadway access into the eastern airport revenue support area.

AIRPORT DEVELOPMENT COST SUMMARY

The list of projects included in each stage of the development program is outlined in **Table 6B, Airport Development Program** and **Table 6C, Airpark Roadway and Utility Development Program.**

Cost estimates were developed from information provided by construction industry sources as well as a review of actual costs on similar airport projects. This information was applied to pavement, earthwork, and building volume requirements for Springerville Municipal Airport to determine estimated construction costs. A 25 percent contingency for engineering, legal fees, and unforseen costs are included in each project estimated cost. Private funding is indicated for projects such as FBO facilities and hangars.

In future years, the cost shown in **Tables 6B** and **6C** will need to be adjusted for subsequent inflation. This may be accomplished by converting the interim change in the United States Consumer Price Index (USCPI) into a multiplier ratio through the following formula:

$$\frac{X}{Y} - Z \text{ (Change Ratio)}$$

X = USCPI in any given year
Y = USCPI in 1995
Z = Change Ratio

Multiplying the change ratio (Z) by any 1995-based cost estimate presented in this study will yield the adjusted dollar amounts appropriate in any future year. The local state CPI may be used since the national CPI may not be representative of this community.

TABLE 6B
Airport Development Program
Springerville Municipal Airport

Stage	Total	FAA	State	Local	Private
STAGE I (FY 1996-FY 2000)					
FY 1996					
1. Widen Existing Taxiways to 35' (5,400 SY)	$236,500	$215,400	$10,550	$10,550	$0
2. Overlay Taxiways (38,000 SY)	237,500	216,300	10,600	10,600	0
3. Install ASOS	150,000	136,600	6,700	6,700	0
Subtotal FY 1996	$624,000	$568,300	$27,850	$27,850	$0
FY 1997					
4. Land Acquisition (100 acres)	$625,000	$569,100	$27,950	$27,950	$0
5. Construct Southeast Taxiway (12,100 SY)	378,200	344,400	16,900	16,900	0
Subtotal FY 1997	$1,003,200	$913,500	$44,850	$44,850	$0
FY 1998					
6. Expand Apron (11,900 SY)	$371,900	$338,700	$16,600	$16,600	$0
7. Install 15 Tiedowns	9,500	8,600	450	450	0
8. Construct Above-Ground Fuel Storage Facility (30,000 gals.)	300,000	0	0	300,000	0
Subtotal FY 1998	$681,400	$347,300	$17,050	$317,050	$0
FY 1999					
9. Overlay Apron (31,000 SY)	$193,800	$176,500	$8,650	$8,650	$0
10. Construct 10 T-hangars	250,000	0	0	0	250,000
Subtotal FY 1999	$443,800	$176,500	$8,650	$8,650	$250,000
FY 2000					
11. Install MITLs (32,500 LF)	$1,015,700	$924,900	$45,400	$45,400	$0
12. Install REILs, Runway 3-21	30,000	27,300	1,350	1,350	0
13. Install PAPI, Runway 29	30,000	27,300	1,350	1,350	0
Subtotal FY 2000	$1,075,700	$979,500	$48,100	$48,100	$0
Subtotal Stage I (FY 1996-FY 2000)	**$3,828,100**	**$2,985,100**	**$146,500**	**$446,500**	**$250,000**
STAGE II (FY 2001-FY 2005)					
1. Extend Runway 11-29 (9,500 SY)	$296,900	$270,400	$13,250	$13,250	$0
2. Extend MIRLs (2,900 LF)	90,700	82,600	4,050	4,050	0
3. Relocate PAPI, Runway 11	10,000	9,100	450	450	0
4. Construct Parallel Taxiway (12,800 SY)	400,000	364,200	17,900	17,900	0
5. Install MITL (6,600 LF)	206,300	187,900	9,200	9,200	0
6. Install PAPIs, Runway 3-21	60,000	54,600	2,700	2,700	0
7. Construct Terminal Area Access Road (9,725 SY)	243,100	221,400	10,850	10,850	0
8. Construct Terminal Building (5,000 SF)	468,800	426,900	20,950	20,950	0
9. Relocate FBO Facilities	200,000	182,100	8,950	8,950	0
10. Expand Apron (6,900 SY)	215,700	196,400	9,650	9,650	0

TABLE 6B (Continued)
Airport Development Program
Springerville Municipal Airport

STAGE II (continued)	Total	FAA	State	Local	Private
11. Expand Apron (41,100 SY)	$1,284,400	$1,169,600	$57,400	$57,400	$0
12. Install 25 Tiedowns	15,700	14,300	700	700	0
13. Construct Taxilane (4,500 SY)	140,700	128,100	6,300	6,300	0
14. Construct 10 T-hangars	250,000	0	0	0	250,000
15. Construct Auto Parking (13,000 SY)	325,000	0	292,500	32,500	0
16. Construct USFS Apron (13,900 SY)	434,400	395,600	19,400	19,400	0
17. Construct Recreational Area (19,500 SY)	121,900	111,000	5,450	5,450	0
18. Relocate Segmented Circle	10,000	9,100	450	450	0
19. Pavement Preservation	200,000	0	180,000	20,000	0
Subtotal Stage II (FY 2001-FY 2005)	**$4,973,600**	**$3,823,300**	**$660,150**	**$240,150**	**$250,000**
STAGE III (FY 2006-FY 2015)					
1. Construct Southwest Taxiway (16,000 SY)	$500,000	$455,300	$22,350	$22,350	$0
2. Expand Terminal Building (2,500 SF)	234,400	213,400	10,500	10,500	0
3. Construct Southwest Access Road (41,100 SY)	1,027,500	935,600	45,950	45,950	0
4. Install 15 Tiedowns	9,400	8,600	400	400	0
5. Construct 10 T-hangars	250,000	0	0	0	250,000
6. Expand Auto Parking (12,000 SY)	300,000	0	270,000	30,000	0
7. Expand Apron (4,700 SY)	164,500	149,800	7,350	7,350	0
8. Pavement Preservation	400,000	0	360,000	40,000	0
Subtotal Stage III (FY 2006-FY 2015)	**$2,885,800**	**$1,762,700**	**$716,550**	**$156,550**	**$250,000**
Total Airport Development Program (FY 1996-FY 2015)	**$11,687,500**	**$8,571,100**	**$1,523,200**	**$843,200**	**$750,000**

TABLE 6C
Airpark Roadway and Utility Development Program
Springerville Municipal Airport

Stage	Total	FAA	State	Local	Private
STAGE I (FY 1996-FY 2000)					
FY 1997					
A. Construct Southeast Access Road Cul-de-sac (8,400 SY)	$210,000	$191,200	$9,400	$9,400	$0
B. Utility Improvements (6,410 LF)	448,700	0	0	448,700[1]	0
Subtotal FY 1997	$658,700	$191,200	$9,400	$458,100	$0
Subtotal Stage I (FY 1996-FY 2000)	**$658,700**	**$191,200**	**$9,400**	**$458,100**	**$0**
STAGE II (FY 2001-FY 2005)					
A. Construct 2nd Southeast Access Road (3,900 SY)	$97,500	$88,800	$4,350	$4,350	$0
B. Revenue Support Area's Loop Road (10,550 SY)	263,900	240,300	11,800	11,800	0
C. Utility Improvements (5,450 LF)	381,500	0	0	381,500[1]	0
Subtotal Stage II (FY 2001-FY 2005)	**$742,900**	**$329,100**	**$16,150**	**$397,650**	**$0**
STAGE III (FY 2006-FY 2015)					
A. Construct Revenue Support Area's Culs-de-sac (16,100 SY)	$145,800	$132,800	$6,500	$6,500	$0
B. Utility Improvements (10,300 LF)	721,000	0	0	721,000[1]	0
Subtotal Stage III (FY 2006-2015)	**$866,800**	**$132,800**	**$6,500**	**$727,500**	**$0**
Total Airpark Roadway and Utility Development Program (FY 1996-2015)	**$2,268,400**	**$653,100**	**$32,050**	**$1,583,250**	**$0**

NOTE: [1] Portions of the utility system improvement cost may be eligible for State economic development funding.

AIRPORT DEVELOPMENT AND FUNDING SOURCES

As previously mentioned, financing for the development and operation of an airport does not typically come from only one source. Such is the case with Springerville Municipal Airport, where federal, state and private funding will be necessary during the next 20 years. The primary contributor to development and operation of the airport will be the aviation community.

FEDERAL AND STATE AID TO AIRPORTS

Airport development and funding in Arizona is accomplished through a cooperative effort involving three levels of government: local, state and federal. A brief description of the funding sources is provided in the following paragraphs.

Airport Improvement Program

A major funding mechanism that is anticipated to exist (in some form) throughout the 20-year planning period, is the federal *Airport Improvement Program* (AIP). This program, funded by airport users through user taxes and fees, was reauthorized to provide $2.105 billion in FY 1994, $2.161 billion in FY 1995, and $2.214 billion in FY 1996. This three-year bill also contained a provision to increase the minimum entitlement allocation from $400,000 to $500,000.

AIP monies are distributed to airports in two ways: in the form of entitlements (based on actual levels of passenger enplanements) and through discretionary grants. The Town of Springerville is currently eligible for discretionary grants. In Arizona, airport projects that meet the FAA's discretionary fund eligibility requirements could receive up to 91.06 percent of the project's cost from the AIP.

Arizona Aviation Fund

Another source of funds available for airports located in the State of Arizona is the *Arizona Aviation Fund*. Taxes levied by the State on aviation fuel, flight property, aircraft registration in-lieu tax, and registration fees, as well as interest on these funds, are deposited in the Arizona Aviation Fund. These funds have the dual objective of maximizing the effective use of fund dollars for airport improvements and attracting maximum federal AIP funds.

The Arizona Transportation Policy Board establishes the policies for distribution of these funds. Projects are considered within the priorities established for each of four airport categories: Commercial Service and Reliever Airports, airports in the Primary system, airports in the Secondary system, and special projects. Currently, local sponsors can obtain one-half (4.47 percent) of the local share for eligible federal AIP projects or 90 percent on state-local projects from the Arizona Aviation Fund.

OTHER FUNDING SOURCES

The Town of Springerville will need to consider other sources of funding for obtaining the local share of its capital improvement projects. With its current facilities and operations level, the Town's potential to collect revenue from airport users is somewhat limited. With the proposed development, however, the Town's potential to collect revenue would be enhanced.

Revenue may be collected on tiedowns, land leases and fuel sales. These revenue sources will probably be insufficient to cover the cost of the local share during the early years of the airport development program; therefore, funds to match the local share will have to come from other Town resources or private funding. The Town has several methods available for financing the local share of airport development costs. The most common methods involve debt financing which amortize the debt over the useful life of the project or a specified period. Methods of financing available to the Town are discussed below.

General Obligation Bonds

General Obligation (GO) bonds are a common form of municipal bonds whose payment is secured by the full faith, credit, and taxing authority of the issuing agency. GO bonds are instruments of credit and, because of the community guarantee, reduce the available debt level of the sponsoring community. This type of bond uses tax revenues to retire debt and the key element becomes the approval by the electorate to initiate a tax levy to support airport development. If approved, GO bonds are typically issued at a lower interest rate than other types of bonds.

Revenue Bonds

Revenue Bonds are retired solely from the revenue of a particular project or from the operating income of the issuing agency,

such as the Town of Springerville. Generally, these bonds fall outside statutory limitations on public indebtedness and, in many cases, do not require voter approval. Because of the limitations on other public bonds, airport sponsors are increasingly turning to revenue bonds whenever possible.

Typically, Revenue Bonds do, however, carry a higher rate of interest because they lack the security of the tax supported GO bonds issued by other government bodies. It should also be noted that the general public would usually be aware of the risk involved with a revenue bond issued for a general aviation airport. Thus, the sale of Revenue Bonds in this case could be more difficult than those for established air carrier airports.

Revenue Bonds are more suited to larger general aviation airports that have sufficient cash flow and income to retire the debt in a reasonable time period. Although Revenue Bonds are a possibility, it is doubtful that this method would be a feasible option for financing the development of Springerville Municipal Airport.

Bank Financing

Some airport sponsors have successfully used bank financing as a means of providing airport development capital. Generally, two conditions are required: first, the airport must demonstrate the ability to repay the loan at current market rates and, second, the capital improvement must be less than the value of the present facility. These are standard conditions which are applied to almost all bank loan transactions. This method of financing is particularly useful for smaller development items that will produce revenues and a positive cash flow, and for cases when no private financing is available.

State Airport Loan Program

A recent program started at the Arizona Department of Transportation - Aeronautics Division (ADOT) is the *Airport Loan Program*. This program was established to enhance the utilization of State aviation funds. The program is designed to be a flexible funding mechanism to assist eligible airport projects.

Airport-related projects such as runways, taxiways, aircraft parking aprons, hangars, fuel storage facilities, terminal buildings, utility services, land acquisition, planning studies, and the preparation of plans and specifications for airport construction projects, are some of the eligible projects under the state loan program. Projects which are not currently eligible for state funding would be considered under the loan program if the project would enhance the airport's ability to be self-sufficient.

There are three ways in which the loan funds can be used: Grant Advance, Matching Funds, or Revenue Generating Projects. The Grant Advance funds are provided when the airport can demonstrate the ability to accelerate the development and construction of a multi-phase project. The project(s) must be compatible with the Airport Master Plan and included in the ADOT 5-year Airport Development Program. The Matching Funds are provided to meet the local matching fund requirement for securing federal airport improvement grants or other federal or state grants. The Revenue Generating Projects funds are provided for airport related construction projects which are not eligible for funding under another program. It should be understood that although the

Loan Program is an option for financing eligible projects, the availability of funds through this program is subject to the availability of the State's aviation revenues.

THIRD-PARTY SUPPORT

Several types of funding fall into this category. For example, individuals or interested organizations may contribute portions of the required development funds. Private donations are not a common means of airport financing; however, the private financial contributions not only increase the financial support of the project, but also stimulate moral support to airport development.

A more common method of third party support involves permitting the Fixed Based Operator (FBO) to construct their own hangar and maintenance facilities on property leased from the airport. The advantage to the airport in this type of an arrangement is that it lowers the local share of development costs, a large portion of which is building construction. The advantage to the FBO is that the development may qualify for investment tax credit and that they would be allowed depreciation on the facilities. The disadvantage with this option is that the City will receive a smaller percentage of the revenue generated at the airport. For this reason, it is important to consider all consequences before entering into a specific lease agreement.

CONTINUOUS PLANNING

The successful implementation of the Springerville Municipal Airport Master Plan will require sound judgement by airport management. Among the more important factors influencing management decisions to implement a recommendation are timing and airport activity. Both of these factors can be used as references in plan implementation. While it was necessary for scheduling and budgeting purposes to focus on the timing of airport development, the actual need for facilities is in fact established by levels of activity. Proper master plan implementation suggests the use of airport activity rather than time as a guide toward scheduling future airport development.

Experience has indicated that major problems materialize from a rigid format for master plans. These problems involve the plan's inflexibility and inherent inability to deal with new issues that develop from unforeseen changes that may occur during the planning period. The format used in the development of this Master Plan has attempted to deal with this issue.

This section is titled *Continuous Planning* to emphasize that planning is a continuous process that does not end with the completion of an airport master plan or major development project. The primary issues upon which this Master Plan is based are expected to remain valid for several years. In fact, they are likely to remain valid into the next century.

The real value of a usable master plan is that it keeps the issues and objectives in the mind of the user. Consequently, the airport manager is better able to recognize change and its effect. In addition, it can make the preparation of a master plan much more cost effective by extending the period of time for which the plan is valid, and can eliminate the need for costly updates. Guidelines and worksheets are included in the following section for each future year during the initial five-year stage of development from 1996 to 2000.

Summary worksheets are also included for Stage II (2001-2005) and Stage III (2006-2015). All estimated development costs are based on 1995 dollars; therefore, costs must be adjusted by the appropriate inflation rate factor in effect at the time of development.

CONTINUOUS PLANNING AIDS

The continuous planning process requires airport management to consistently monitor the progress of the airport in terms of growth in based aircraft and annual operations, because this growth is critical to the specific timing and need for new airport facilities. The information obtained from this monitoring process will provide the data necessary to determine if the development schedule should be accelerated, decelerated, or maintained as scheduled.

On an annual basis, airport management should compile this information and determine the total amounts of fuel sales and total annual aircraft operations. Use of the **Exhibit 6A, Continuous Planning Chart,** and the **Exhibit 6B, Continuous Planning Graph,** will enable management to visualize airport activity growth and compare it to the forecast levels. These exhibits are located at the end of this chapter.

In addition, since fuel sales are an important revenue source for the airport, actual fuel sales in gallons should be recorded on a yearly basis and compared to forecast levels. Fuel sales per operation should also be determined and compared with forecast levels. This continuous planning process data should be entered into the space provided on the yearly airport development schedule.

With this information, adjustments in the development schedule can be made to effectively deal with variations in forecast or any unanticipated demand that may arise. By closely monitoring the activity and availability of funds with the worksheets provided on the following pages, management will be able to effectively implement the Springerville Municipal Airport Master Plan.

SUMMARY AND CONCLUSIONS

As previously indicated, federal and state funding will be the primary funding source for development of Springerville Municipal Airport and will be instrumental in the implementation of the plan. Private funding and airport revenue will be the other sources for financing airport development. The airport will need to keep abreast of all potential funding sources, and will need to research each source on a continuing basis. By closely monitoring the airport's activity and the availability of funds on the worksheets provided at the end of this chapter, airport management will be better able to carry out its function of implementing the Master Plan.

SPRINGERVILLE AIRPORT

	Based Aircraft		Annual Operations		Fuel Sales (Gallons)	
Year	Forecast	Actual	Forecast	Actual	Forecast	Actual
1996	30		11,072		112,320	
1997	31		11,704		119,040	
1998	32		12,336		125,760	
1999	33		12,968		132,480	
2000	34		13,600		139,200	
2001	35		14,400		147,600	
2002	36		15,200		156,000	
2003	38		16,000		164,400	
2004	39		16,800		172,800	
2005	40		17,600		181,200	
2006	41		18,040		186,000	
2007	42		18,480		190,800	
2008	42		18,920		195,600	
2009	43		19,360		200,400	
2010	44		19,800		205,200	
2011	45		20,260		210,480	
2012	46		20,720		215,760	
2013	46		21,180		221,040	
2014	47		21,640		226,320	
2015	48		22,100		231,600	

SPRINGERVILLE AIRPORT

Exhibit 6A
CONTINUOUS PLANNING GRAPH

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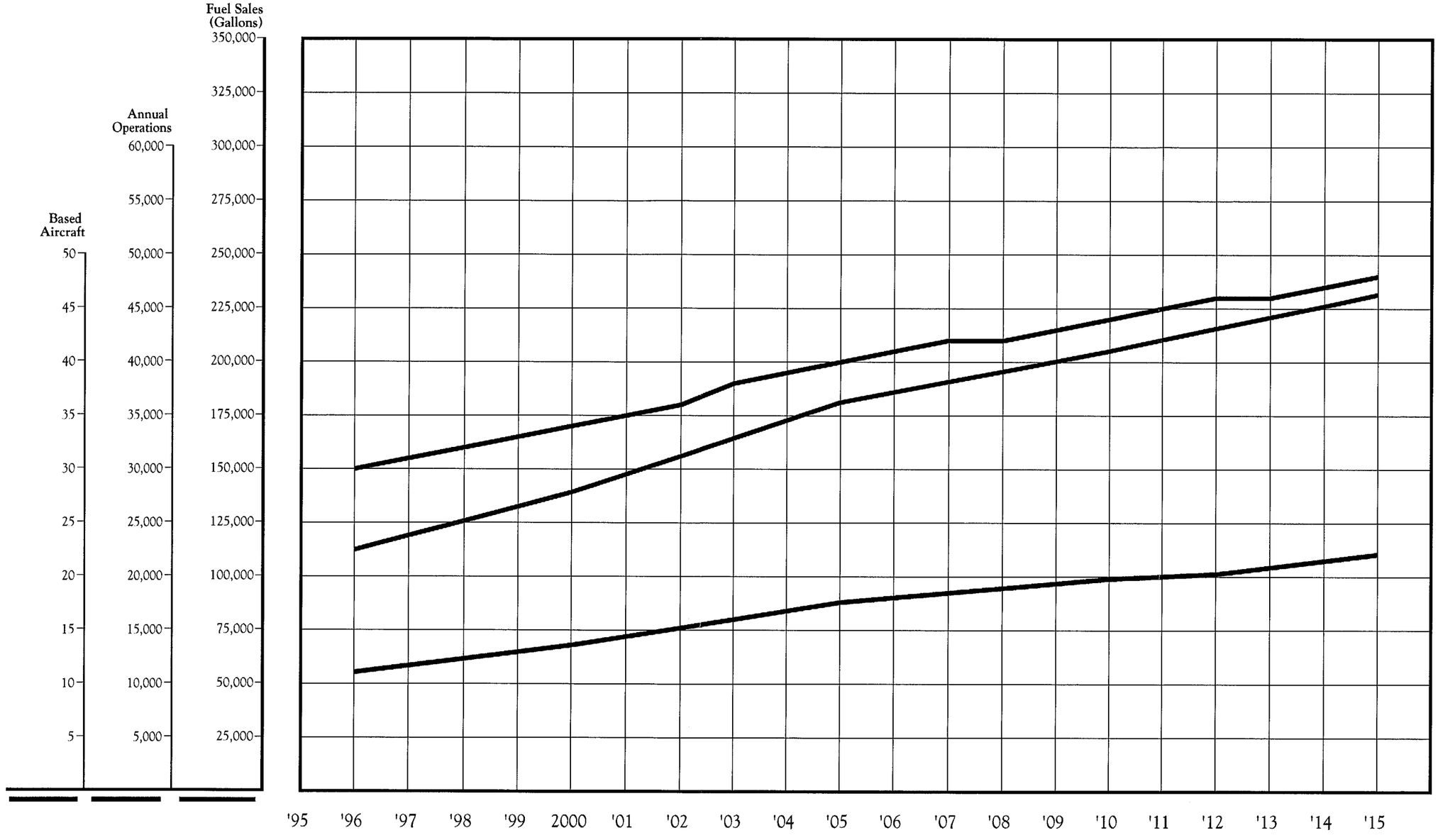

SPRINGERVILLE AIRPORT

Exhibit 6B
CONTINUOUS PLANNING GRAPH

STAGE I
FY 1996-FY 2000 Airport Development Program and Funding

The following section has been designed to record the funds available so that they may be considered when analyzing the development factors outlined for the five-year period between FY 1996 and FY 2000. This section also provides a reminder of other potential sources that may be used in critical situations.

Airport Funds Balance $_____

Contributions/Other $_____

TOTAL: $_____

As a reminder, airport development should be keyed to demand (i.e., actual airport activity) rather than to a specific time frame (i.e., forecast activity). The spaces provided below allow actual activity data to be directly compared with the forecast levels. This should be the first step in the process of initiating the recommended development program for this period. Significant difference between forecast and actual activity may justify acceleration or deceleration of the airport development schedule.

Item	FY 1996		FY 1997		FY 1998		FY 1999		FY 2000	
	FCST	ACT	FCST	ACT	FCST	ACT	FCST	ACT	FCST	ACT
Based Aircraft	30		31		32		33		34	
Operations	11,072		11,704		12,336		12,968		13,600	
Fuel Sales (Gallons)	112,320		119,040		125,760		132,480		139,200	

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a staged development plan and to meet forecast activity demand, the following development items are recommended. Each item is numbered so that it may be cross-referenced on the following exhibit. The costs for every development includes 25 percent for engineering, contingency and administration costs.

STAGE I (Continued)
FY 1996-FY 2000 Airport Development Program and Funding

Airport Development Program
Springerville Municipal Airport

Stage	Total	FAA	State	Local	Private
STAGE I (FY 1996-FY 2000)					
FY 1996					
1. Widen Existing Taxiways to 35' (5,400 SY)	$236,500	$215,400	$10,550	$10,550	$0
2. Overlay Taxiways (38,000 SY)	237,500	216,300	10,600	10,600	0
3. Install ASOS	150,000	136,600	6,700	6,700	0
Subtotal FY 1996	$624,000	$568,300	$27,850	$27,850	$0
FY 1997					
4. Land Acquisition (100 acres)	$625,000	$569,100	$27,950	$27,950	$0
5. Construct Southeast Taxiway (12,100 SY)	378,200	344,400	16,900	16,900	0
Subtotal FY 1997	$1,003,200	$913,500	$44,850	$44,850	$0
FY 1998					
6. Expand Apron (11,900 SY)	$371,900	$338,700	$16,600	$16,600	$0
7. Install 15 Tiedowns	9,500	8,600	450	450	0
8. Construct Above-Ground Fuel Storage Facility (30,000 gals.)	300,000	0	0	300,000	0
Subtotal FY 1998	$681,400	$347,300	$17,050	$317,050	$0
FY 1999					
9. Overlay Apron (31,000 SY)	$193,800	$176,500	$8,650	$8,650	$0
10. Construct 10 T-hangars	250,000	0	0	0	250,000
Subtotal FY 1999	$443,800	$176,500	$8,650	$8,650	$250,000
FY 2000					
11. Install MITLs (32,500 LF)	$1,015,700	$924,900	$45,400	$45,400	$0
12. Install REILs, Runway 3-21	30,000	27,300	1,350	1,350	0
13. Install PAPI, Runway 29	30,000	27,300	1,350	1,350	0
Subtotal FY 2000	$1,075,700	$979,500	$48,100	$48,100	$0
Subtotal Stage I (FY 1996-FY 2000)	**$3,828,100**	**$2,985,100**	**$146,500**	**$446,500**	**$250,000**

Airpark Roadway and Utility Development Program
Springerville Municipal Airport

Stage	Total	FAA	State	Local	Private
STAGE I (FY 1996-FY 2000)					
FY 1997					
A. Construct Southeast Access Road Cul-de-sac (8,400 SY)	$210,000	$191,200	$9,400	$9,400	$0
B. Utility Improvements (6,410 LF)	448,700	0	0	448,700[1]	0
Subtotal FY 1997	$658,700	$191,200	$9,400	$458,100	$0
Subtotal Stage I (FY 1996-FY 2000)	**$658,700**	**$191,200**	**$9,400**	**$458,100**	**$0**

NOTE: [1] Portions of the utility system improvement cost may be eligible for State economic development funding.

Inflation Adjustment: _____% X $_____ = $_____

STAGE I (Continued)
FY 1996-FY 2000 Airport Development Program and Funding

Plus or Minus Other Proposed Development:

DEVELOPMENT ITEM	TOTAL	FAA	STATE	LOCAL	PRIVATE
1.					
2.					
3.					
4.					
Total					

Since the FAA Fiscal Year is from October through September, efforts should begin immediately to identify the development that will be eligible for federal or other funding during this period. The Town of Springerville should have applications submitted early for the maximum funding possible in case additional funds become available.

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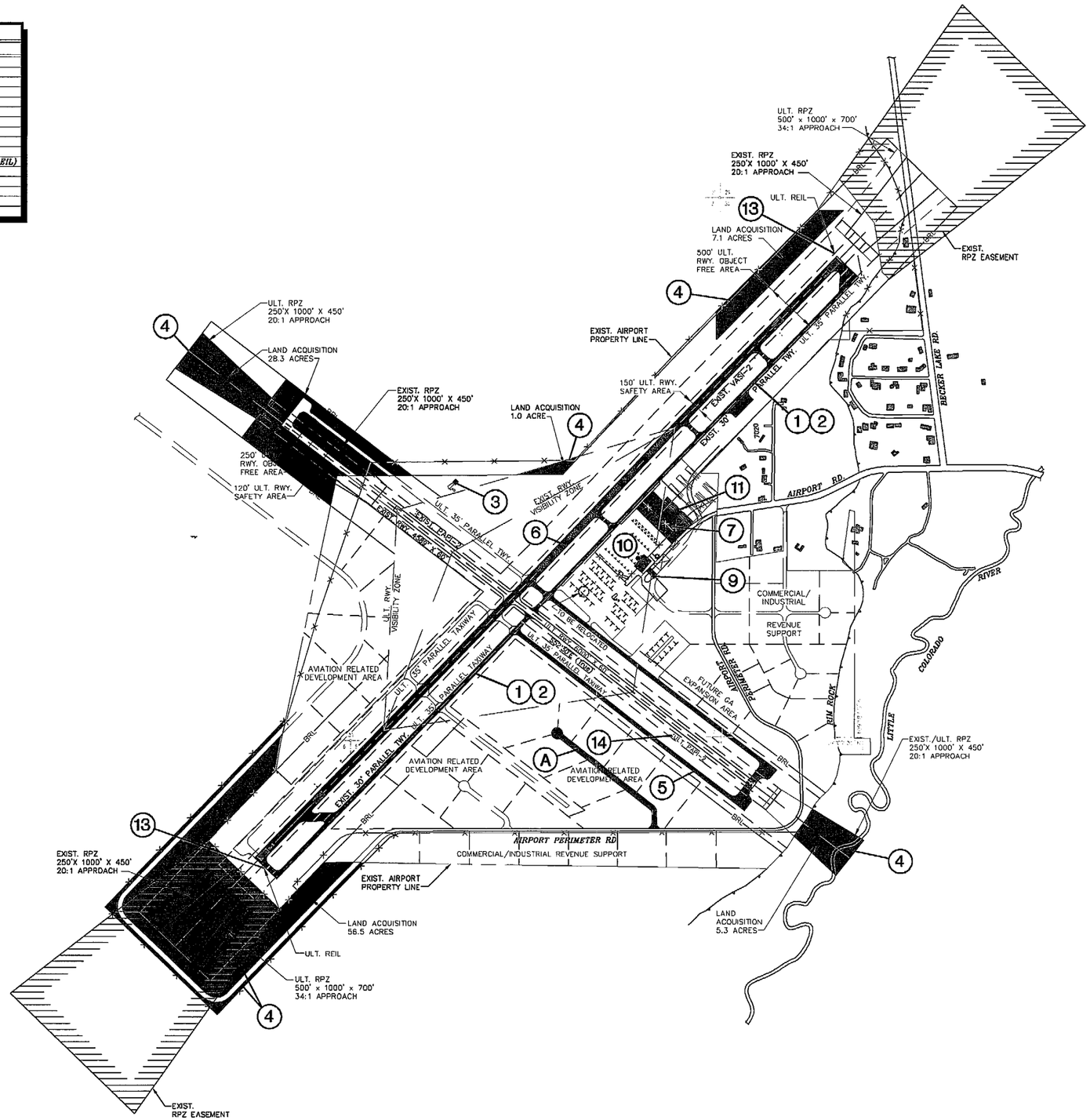
94MP04-6C-9/8/95

LEGEND		
EXISTING	ULTIMATE	DESCRIPTION
		AIRPORT PROPERTY LINE
		AIRPORT REFERENCE POINT (ARP)
		AIRPORT ROTATING BEACON
		AVIGATION EASEMENT (if applicable)
		BUILDING CONSTRUCTION
	BRL	BUILDING RESTRICTION LINE (BRL)
		DRAINAGE
		FACILITY CONSTRUCTION
		FENCING
VASI-4	PAPI-4	NAVIGATIONAL AID INSTALLATION
		RUNWAY END IDENTIFICATION LIGHTS (REIL)
		RUNWAY THRESHOLD LIGHTS
		SEGMENTED CIRCLE/WIND INDICATOR
		SECTION CORNER
1080		TOPOGRAPHIC CONTOURS (See Note 5.)
		WIND INDICATOR (Lighted)



LEGEND:

① DEVELOPMENT ITEM

NORTH

0 1200 2400

SCALE IN FEET

SPRINGERVILLE AIRPORT

Exhibit 6C
STAGE I (FY 1996 - FY 2000)
AIRPORT DEVELOPMENT PROGRAM

STAGE II
FY 2001-FY 2005 Airport Development Program and Funding

The following section has been designed to record the funds available so that they may be considered when analyzing the development factors outlined for the five-year period between FY 2001 and FY 2005. This section also provides a reminder of other potential sources that may be used in critical situations.

Airport Funds Balance $_____
Contributions/Other $_____

TOTAL: $_____

As a reminder, airport development should be keyed to demand (i.e., actual airport activity) rather than to a specific time frame (i.e., forecast activity). The spaces provided below allow actual activity data to be directly compared with the forecast levels. This should be the first step in the process of initiating the recommended development program for this period. Significant difference between forecast and actual activity may justify acceleration or deceleration of the airport development schedule.

Item	FY 2001		FY 2002		FY 2003		FY 2004		FY 2005	
	FCST	ACT	FCST	ACT	FCST	ACT	FCST	ACT	FCST	ACT
Based Aircraft	35		36		38		39		40	
Operations	14,400		15,200		16,000		16,800		17,600	
Fuel Sales (Gallons)	147,600		156,000		164,400		172,800		181,200	

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a staged development plan and to meet forecast activity demand, the following development items are recommended. Each item is numbered so that it may be cross-referenced on the following exhibit. The costs for every development includes 25 percent for engineering, contingency and administration.

STAGE II (Continued)
FY 2001-FY 2005 Airport Development Program and Funding

Airport Development Program
Springerville Municipal Airport

Stage		Total	FAA	State	Local	Private
STAGE II (FY 2001-FY 2005)						
1.	Extend Runway 11-29 (9,500 SY)	$296,900	$270,400	$13,250	$13,250	$0
2.	Extend MIRLs (2,900 LF)	90,700	82,600	4,050	4,050	0
3.	Relocate PAPI, Runway 11	10,000	9,100	450	450	0
4.	Construct Parallel Taxiway (12,800 SY)	400,000	364,200	17,900	17,900	0
5.	Install MITL (6,600 LF)	206,300	187,900	9,200	9,200	0
6.	Install PAPIs, Runway 3-21	60,000	54,600	2,700	2,700	0
7.	Construct Terminal Area Access Road (9,725 SY)	243,100	221,400	10,850	10,850	0
8.	Construct Terminal Building (5,000 SF)	468,800	426,900	20,950	20,950	0
9.	Relocate FBO Facilities	200,000	182,100	8,950	8,950	0
10.	Expand Apron (6,900 SY)	215,700	196,400	9,650	9,650	0
11.	Expand Apron (41,100 SY)	1,284,400	1,169,600	57,400	57,400	0
12.	Install 25 Tiedowns	15,700	14,300	700	700	0
13.	Construct Taxilane (4,500 SY)	140,700	128,100	6,300	6,300	0
14.	Construct 10 T-hangars	250,000	0	0	0	250,000
15.	Construct Auto Parking (13,000 SY)	325,000	0	292,500	32,500	0
16.	Construct USFS Apron (13,900 SY)	434,400	395,600	19,400	19,400	0
17.	Construct Recreational Area (19,500 SY)	121,900	111,000	5,450	5,450	0
18.	Relocate Segmented Circle	10,000	9,100	450	450	0
19.	Pavement Preservation	200,000	0	180,000	20,000	0
Subtotal Stage II (FY 2001-FY 2005)		**$4,973,600**	**$3,823,300**	**$660,150**	**$240,150**	**$250,000**

Airpark Roadway and Utility Development Program
Springerville Municipal Airport

Stage		Total	FAA	State	Local	Private
STAGE II (FY 2001-FY 2005)						
A.	Construct 2nd Southeast Access Road (3,900 SY)	$97,500	$88,800	$4,350	$4,350	$0
B.	Revenue Support Area's Loop Road (10,550 SY)	263,900	240,300	11,800	11,800	0
C.	Utility Improvements (5,450 LF)	381,500	0	0	381,500[1]	0
Subtotal Stage II (FY 2001-FY 2005)		**$742,900**	**$329,100**	**$16,150**	**$397,650**	**$0**

NOTE: [1] Portions of the utility system improvement cost may be eligible for State economic development funding.

Inflation Adjustment: _____% X $_____ = $_____

STAGE II (Continued)
FY 2001-FY 2005 Airport Development Program and Funding

Plus or Minus Other Proposed Development:

DEVELOPMENT ITEM	TOTAL	FAA	STATE	LOCAL	PRIVATE
1.					
2.					
3.					
4.					
Total					

Since the FAA Fiscal Year is from October through September, efforts should begin during Stage I to identify the development that will be eligible for federal or other funding during this period. The Town of Springerville should have applications submitted early for the maximum funding possible in case additional funds become available.

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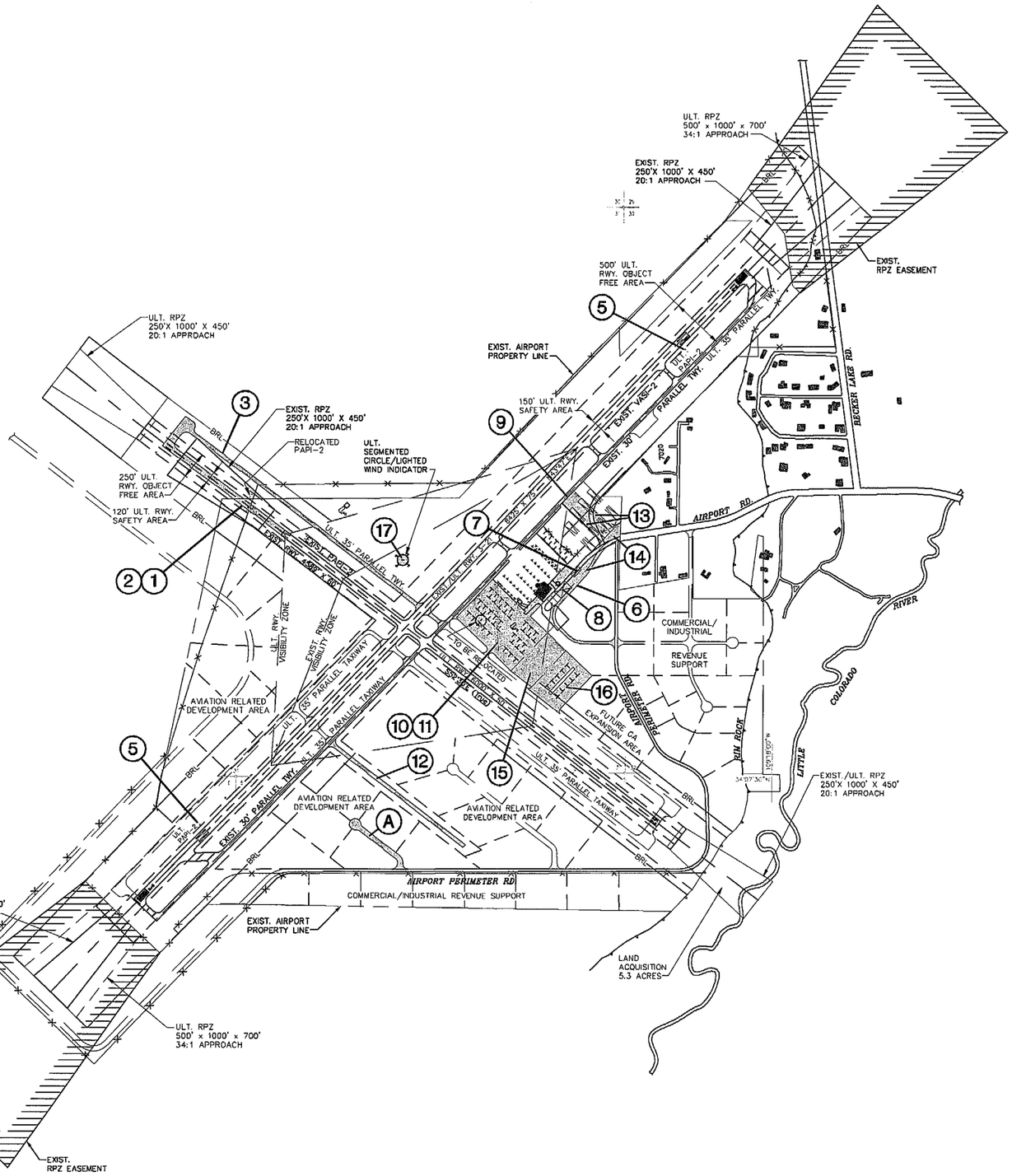
94MP04-6D-9/8/95

LEGEND		
EXISTING	ULTIMATE	DESCRIPTION
		AIRPORT PROPERTY LINE
		AIRPORT REFERENCE POINT (ARP)
		AIRPORT ROTATING BEACON
		AVIGATION EASEMENT (if applicable)
		BUILDING CONSTRUCTION
	BRL	BUILDING RESTRICTION LINE (BRL)
		DRAINAGE
		FACILITY CONSTRUCTION
		FENCING
VASI-4	PAPI-4	NAVIGATIONAL AID INSTALLATION
		RUNWAY END IDENTIFICATION LIGHTS (REIL)
		RUNWAY THRESHOLD LIGHTS
		SEGMENTED CIRCLE/WIND INDICATOR
		SECTION CORNER
1080		TOPOGRAPHIC CONTOURS (See Note 5.)
		WIND INDICATOR (Lighted)



LEGEND:

① DEVELOPMENT ITEM

NORTH

0 1200 2400

SCALE IN FEET

SPRINGERVILLE AIRPORT

Exhibit 6D
STAGE II (FY 2001 - FY 2005)
AIRPORT DEVELOPMENT PROGRAM

STAGE III
FY 2006-FY 2015 Airport Development Program and Funding

The following section below has been designed to indicate the funds available so that they can be considered when analyzing the development factors outlined for the ten-year period between FY 2006 and FY 2015. This section also provides a reminder of other potential sources that may be used in critical situations.

Airport Funds Balance $_____
Contributions/Other $_____
TOTAL: $_____

As a reminder, airport development should be keyed to demand (i.e., actual airport activity) rather than to a specific time frame (i.e., forecast activity). The spaces provided below allow actual activity data to be directly compared with the forecast levels.

Item	FY 2006		FY 2007		FY 2008	
	FCST	ACT	FCST	ACT	FCST	ACT
Based Aircraft	41		42		42	
Operations	18,040		18,480		18,920	
Fuel Sales (Gallons)	186,000		190,800		195,600	

Item	FY 2009		FY 2010		FY 2011		FY 2012	
	FCST	ACT	FCST	ACT	FCST	ACT	FCST	ACT
Based Aircraft	43		44		45		46	
Operations	19,360		19,800		20,260		20,720	
Fuel Sales (Gallons)	200,400		205,200		210,480		215,760	

Item	FY 2013		FY 2014		FY 2015	
	FCST	ACT	FCST	ACT	FCST	ACT
Based Aircraft	46		47		48	
Operations	21,180		21,640		22,100	
Fuel Sales (Gallons)	221,040		226,320		231,600	

Based on the activity comparison above, should the recommended development schedule be maintained? Have new problems, needs or development potentials occurred which may impact the development program? What adjustments in the development schedule are required to effectively deal with these factors?

In order to maintain the continuity of a staged development plan and to meet forecast activity demand, the following development items are recommended. Each item is numbered so that it can be cross-referenced on the following exhibit. The costs for every development includes 25 percent for engineering, contingency and administration costs.

Airport Development Program
Springerville Municipal Airport

STAGE III (FY 2006-FY 2015)						
1.	Construct Southwest Taxiway (16,000 SY)	$500,000	$455,300	$22,350	$22,350	$0
2.	Expand Terminal Building (2,500 SF)	234,400	213,400	10,500	10,500	0
3.	Construct Southwest Access Road (41,100 SY)	1,027,500	935,600	45,950	45,950	0
4.	Install 15 Tiedowns	9,400	8,600	400	400	0
5.	Construct 10 T-hangars	250,000	0	0	0	250,000
6.	Expand Auto Parking (12,000 SY)	300,000	0	270,000	30,000	0
7.	Expand Apron (4,700 SY)	164,500	149,800	7,350	7,350	0
8.	Pavement Preservation	400,000	0	360,000	40,000	0
Subtotal Stage III (FY 2006-FY 2015)		**$2,885,800**	**$1,762,700**	**$716,550**	**$156,550**	**$250,000**

Airpark Roadway and Utility Development Program
Springerville Municipal Airport

Stage		Total	FAA	State	Local	Private
STAGE III (FY 2006-FY 2015)						
A.	Construct Revenue Support Area's Culs-de-sac (16,100 SY)	$145,800	$132,800	$6,500	$6,500	$0
B.	Utility Improvements (10,300 LF)	721,000	0	0	721,000[1]	0
Subtotal Stage III (FY 2006-FY 2015)		**$866,800**	**$132,800**	**$6,500**	**$727,500**	**$0**

NOTE: [1] Portions of the utility system improvement cost may be eligible for State economic development funding.

Inflation Adjustment: _____% X $____ = $_____

STAGE III (Continued)
FY 2006-FY 2015 Airport Development Program and Funding

Plus or Minus Other Proposed Development:

DEVELOPMENT ITEM	TOTAL	FAA	STATE	LOCAL	PRIVATE
1.					
2.					
3.					
4.					
Total					

Since the FAA Fiscal Year is from October through September, efforts should begin prior to the end of Stage II to identify the development that will be eligible for federal or other funding during this period. The Town of Springerville should have applications submitted early for the maximum funding possible in case additional funds become available.

This should be the first step in the process of initiating the recommended development program for this period. Significant difference between forecast and actual activity may justify acceleration or deceleration of the airport development schedule.

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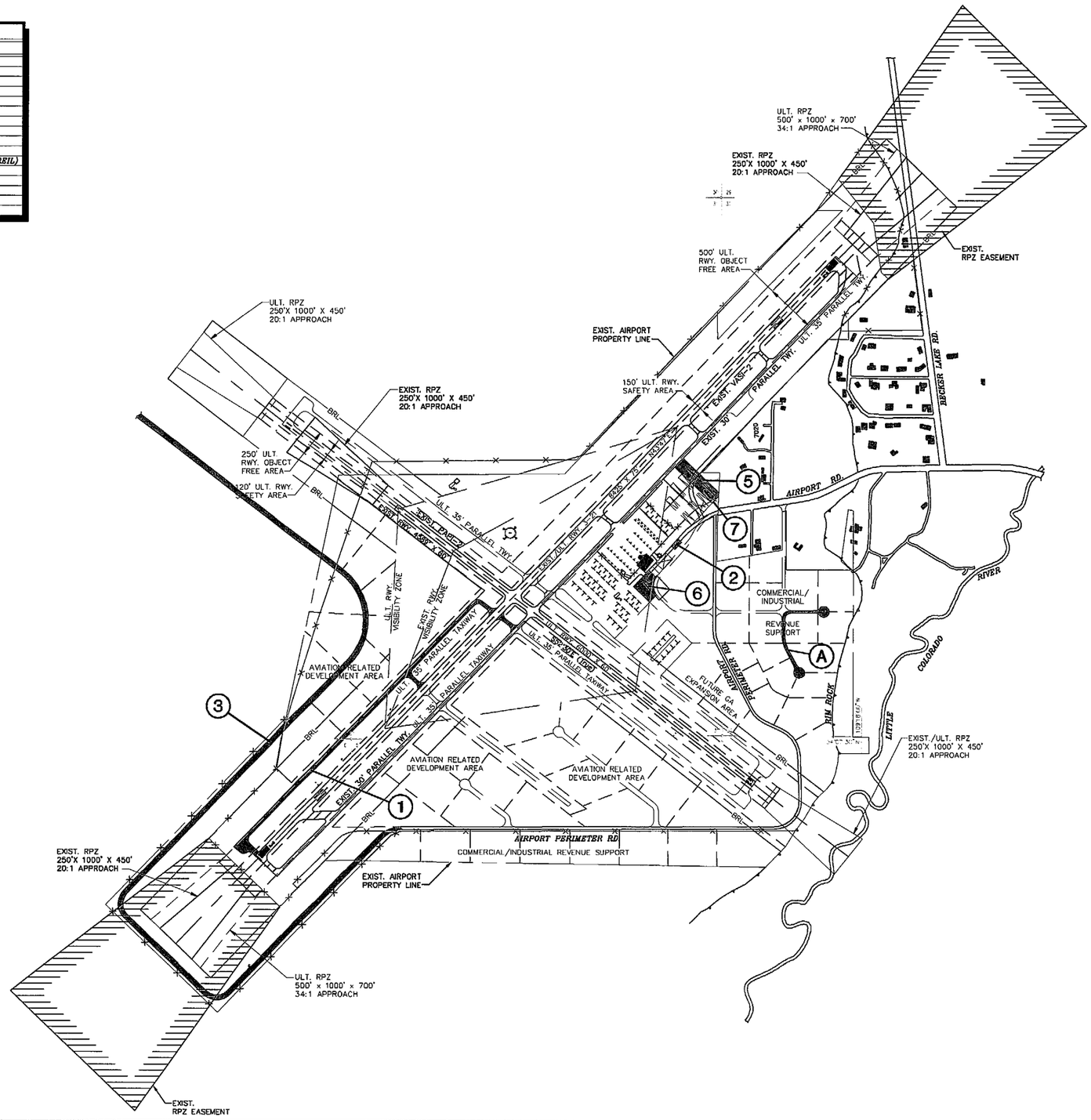
94MP04-6E-9/8/95

LEGEND		
EXISTING	ULTIMATE	DESCRIPTION
		AIRPORT PROPERTY LINE
		AIRPORT REFERENCE POINT (ARP)
		AIRPORT ROTATING BEACON
		AVIGATION EASEMENT (if applicable)
		BUILDING CONSTRUCTION
	BRL	BUILDING RESTRICTION LINE (BRL)
		DRAINAGE
		FACILITY CONSTRUCTION
		FENCING
VASI-4	PAPI-4	NAVIGATIONAL AID INSTALLATION
		RUNWAY END IDENTIFICATION LIGHTS (REIL)
		RUNWAY THRESHOLD LIGHTS
		SEGMENTED CIRCLE/WIND INDICATOR
1025		SECTION CORNER
		TOPOGRAPHIC CONTOURS (See Note 5.)
		WIND INDICATOR (Lighted)



LEGEND:

① DEVELOPMENT ITEM

NORTH

0 1200 2400

SCALE IN FEET

SPRINGERVILLE AIRPORT

Exhibit 6E
STAGE III (FY 2006 - FY 2015)
AIRPORT DEVELOPMENT PROGRAM

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(816) 942-9200

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Kansas City, MO 64131

PHOENIX
(602) 993-6999

11022 N. 28th Drive
Suite 240
Phoenix, AZ 85029